

# CHAPTER I

## ORGANIZATION AND FUNCTIONS

### Mission

The mission of the Naval War College is defined by the Chief of Naval Operations as:

*... to enhance the professional capabilities of its students to make sound decisions in command, staff and management positions in naval, Joint and multinational environments; to provide students with a sound understanding of military strategy and operational art; to promote and instill in them joint attitudes and perspectives; and to lead in the development of the Navy's future strategy; to serve as a center for research and gaming leading to the development of advanced operational and warfighting concepts for the future employment of maritime, Joint and multinational forces; to investigate emerging concepts and technologies through operational experiments; to serve as the primary Navy institution for the development of operational warfighting concepts, naval doctrine, and Joint and maritime doctrine; to ensure naval and Joint doctrine are published and incorporated in training and education throughout the fleet; to represent the Navy with Joint and other Service battle laboratories, facilities, and tactical development commands.*

### Vision

The Naval War College is a premier center for naval and joint professional military education. As RADM Stephen B. Luce first envisioned, it is "...a place of original research on all questions relating to war, and to statesmanship connected with war, or the prevention of war." It is alma mater to many of the nation's and the world's national security leaders at the highest levels of government. Likewise, its faculty is acknowledged as representing the finest in academic, diplomatic and military service and intellect.

The Naval War College is an international crossroads where corporate, academic and government leaders meet to exchange innovative ideas that shape American and international economic, diplomatic and military policy options. The published works of NWC students and faculty are renowned as catalysts that spark debates on issues of global and national importance. The Naval War College and its graduates occupy a position unique among the nation's academic institutions and universities.

The Naval War College's students, faculty and staff exhibit the highest qualities of leadership, intellectual creativity and integrity, scholarship, collegiality and civic virtue.

## Accreditation

The Naval War College is fully accredited by regional and joint accrediting bodies to award a Master of Arts degree in National Security and Strategic Studies and Joint Professional Military Education (JPME) Phase I certification.

- Master of Arts degree in National Security and Strategic Studies. In October 1990, Congress authorized the Naval War College to award a Masters degree to U.S. graduates, and in March 1991, the New England Association of Schools and Colleges (NEAS&C) accredited the Naval War College as a graduate level institution and authorized awarding a Master of Arts degree in National Security and Strategic Studies. This authority was grand-fathered to graduates in 1985 and subsequent. The overwhelming majority of U.S. students satisfy the requirements for this degree.
- Phase I, Joint Professional Military Education (JPME). Since June 1989, the Chairman, Joint Chiefs of Staff, has accredited Naval War College programs as meeting Phase I criteria for joint professional military education. The process for accreditation of joint education (PAJE) involves a self-study and a peer review process during an on-site visit of the College of Naval Warfare, the College of Naval Command and Staff and the College of Distance Education and Academic Support (CDE). Each is measured against common criteria, six standards, and specific JPME learning areas and objectives. The governing instruction is CJSCI 1800.01 (series).

## Command Organization

The Naval War College is an Echelon Two Command, assigned to the **Chief of Naval Operations for Command and Support**. The Naval War College is a shore activity in an active, fully operational status under the President, Naval War College, who reports to the Chief of Naval Operations. The Naval War College consists of four major organizational elements: Offices of the President, Provost/Dean of Academics, Dean of Naval Warfare Studies and the Deputy/Chief of Staff. The Office of the Dean of Students reports to the Provost.

The Naval War College hosts the following tenant activities: Naval Maritime Intelligence Center Detachment; Chief of Naval Operations Strategic Studies Group; Naval Dental Clinic Detachment; and the Defense Investigative Service's Newport Resident Agent.

The command organization of the Naval War College is depicted in Annex A. Only that portion of the organization that is of interest to the students is emphasized in this *Student Handbook*. A full description of the organization, constituent relationships, duties, responsibilities and functions is provided by

Naval War College Instruction 5400.1 (series), *Naval War College Organization Manual* (5400.1N -10 JAN 01) and is available on the Naval War College INTRANET.

President, Naval War College is accountable for all operations of the College and is responsible for curriculum and research activities that "*enhance the professional capabilities of its students to make sound decisions in command, staff and management positions in naval, joint and multinational environments.*" The President exercises oversight across all elements of the College, subject to broad policy guidance from the chief of naval operations. The President also maintains professional contacts with military and civilian institutions of higher learning and research in the United States and around the world.

Provost/Dean of Academics is the principal deputy to the President for academic affairs and is responsible for the efficient accomplishment of mission functions and effective employment of the faculty, academic staff, and student body. Subject to the orders of the President, the Provost/Dean of Academics has overall responsibility for the effective functioning of the College by ensuring the mission, goals, and objectives of the academic components of the College are satisfactorily accomplished. The Dean of Students, academic departmental chairmen, service advisors, distance education and international program directors are responsible to the Provost/Dean of Academics.

Deputy/Chief of Staff (COS) is the principle deputy to the President for military affairs and is responsible for fiscal management and operations of the College. All mission support including comptroller, administrative services, facilities maintenance (including classrooms and offices), graphic arts, human resources, information resources (including all computing and web services), photography, Reserve Affairs, safety, security, special events, telephone systems and Command Evaluation fall under the purview of the deputy/COS. For military personnel, the Deputy/COS functions as the senior Command Duty Officer (CDO), commands the enlisted element, and is the Navy officer/enlisted placement officer and liaison with Bureau of Naval Personnel on staff and faculty matters.

United States Marine Corps, Army, Air Force, and Coast Guard advisors are the senior officers in their respective services assigned to the Naval War College. They advise the Provost and staff on matters concerning their services. They also provide instruction and required liaison on unified and joint affairs. In conjunction with the Dean of Students and the Deputy/COS, they ensure provisions for the morale and general well being of the members of their service assigned to the Naval War College, including organization of social activities, physical conditioning programs, preparation of fitness reports, personnel administration, and professional counseling as required. The senior service advisors report directly to the Provost/Dean of Academics on matters of service policy and via the Dean of Students on student matters.

College Organization. There are five Colleges that reside within the Naval War College complex in Newport:

- College of Naval Warfare (CNW) is the senior service college. U.S. military officers in the grade of O-5 and O-6, and interagency civilians in the grade of GS-13 through GS-15 (or equivalent) attend as students.
- College of Naval Command and Staff (CNC&S) is the intermediate service college. U.S. military officers in the grade of O-3 and O-4, and interagency civilians in the grade of GS-11 through GS-13 (or equivalent) attend as students.
- Naval Command College (NCC) enrolls senior international officers who attend the CNW core courses alongside their U.S. counterparts. Students submit papers for comment and participate in the academic exercises but do not take exams or receive grades. The education for these International Officers is a blend of the Naval War College curriculum and Informational Program Visits. These visits expose the senior international officers to the American culture, economy, government and American leaders through a series of scheduled trips across the United States. Graduates earn a Naval War College diploma and transfer credit.
- Naval Staff College (NSC) is a program for mid-level International Officers. It is six-month long curriculum that parallels the ten-month Resident College in each of the three core subject areas: Strategy and Policy, National Security Decision Making, and Joint Maritime Operations, and contains a fourth course unique to the Naval Staff College, International Law and Ocean Affairs. Members of the class take exams and receive grades. Naval Staff College students are required to enroll in one Elective course during their residency. In August of 2004, a new proof of concept course commenced bringing mid-grade international officers to Newport for ten months. This new course (NSC-10) will imbed the international officers with CNC&S in seminars, lectures, and electives. NSC-10 students will have one directed elective in Operations Law. NSC-10 is designed to increase the interface between international officers and U.S. military and civilian students. In January of each year of the proof of concept program, the six-month NSC course will operate concurrently with NSC-10. Military sponsors for the international students typically come from the Naval War College U.S. student population. If you are interested please contact Ms Alice Deery via email at [deerya@nwc.navy.mil](mailto:deerya@nwc.navy.mil) or

phone 841-4782. Weekly noon hour country presentations are another way for you to interface with the international students.

- College of Distance Education (CDE) delivers the Naval War College curriculum via its Fleet Seminar Program, Naval Postgraduate School JPME I Program, and the Web-enabled and CD ROM Correspondence Programs to students located throughout the world.

### Academic Organization

In his role as Dean of Academics, the Provost/Dean of Academics directs and coordinates the educational programs of the Naval War College in order to attain its academic goals. He/she directs the preparation of course syllabi, evaluation of course instruction, and coordinates all academic matters including course content, teaching methodology and scheduling of the three academic departments and the electives program. The CDE, NSC, NCC, Library Department and the three academic departments fall under the purview of the Dean of Academics.

The Chairman, Joint Military Operations (JMO) Department provides a curriculum of instruction in the enduring principles historically governing military operations updated to the current world situation and stemming from the extant *National Security Strategy* and the *National Military Strategy*. The CNW course emphasizes issues that must be addressed by a regional, warfighting combatant commander, supporting and subordinate commanders and staffs. The course for students attending the CNC&S is directed at those issues affecting operations of the Joint Task Force (JTF) Commander, subordinate commanders and supporting staffs. Both courses seek to develop an entirely new perspective for the students. The entering student's primary background experience is generally in applying a single, discrete discipline within the narrow dimension of a segment of a single-service environment. The graduating student, on the other hand, has a firm grasp of military and naval strategy and campaigning, including integrated operations with other services and multi-national operations with allies. Students also understand the linkages between strategy, operations and tactics, and possess a thorough grounding in the essential elements of military planning and decision-making. The operations courses employ a multidisciplinary approach, which synthesizes selected concepts from strategy, military decision making, including international law and rules of engagement, operational planning and warfare tasks.

The Chairman, Department of National Security Decision Making (NSDM) provides a curriculum of instruction in strategic planning and selection of future military forces; systematic techniques for making programmatic choices under conditions of high uncertainty; and the nature of economic, political and organizational factors that affect the selection and command of military forces.

The course philosophy reflects the belief that effective, senior-level executives must synthesize academic disciplines and professional experience into a comprehensive decision-making and implementation strategy. Accordingly, the Department uses an interdisciplinary approach incorporating concepts from economics, political science, strategy, operations research, organizational psychology and other related disciplines. In an active seminar environment, students apply these concepts to the most critical problems now facing national security planners. The curriculum consists of three sub-courses: (1) *Security, Strategy and Forces* (SSF), (2) *Decision Making and Implementation* (DMI), and (3) *Policy Making and Process* (PMP).

The Chairman, Department of Strategy and Policy (S&P) provides a curriculum designed to teach students to think strategically. Students examine the relationship between a nation's political interests and goals on the one hand, and the way military force has been and may be used to pursue those goals on the other. The object is to learn and to practice a process of critical strategic analysis. Major strategic thinkers, fundamental analytic categories, and recurring strategic themes are applied to historical cases and considered in light of present and prospective events. Analysis stresses that the strategic connection between political purpose and military means is an interactive process; that political goals must, if war is used, be matched by an adequate and appropriate strategy; that this involves proper assessment of the international environment and one's own and one's adversary's domestic will and military capacity; that civil-military relations must be kept carefully coordinated; that coalitions and alliances have costs as well as benefits; and that war termination considerations must continuously accompany both policy and strategy.

The Electives Program Coordinator provides curricular options intended to expand both the breadth and depth of the Naval War College educational program. The electives program provides students with an opportunity to explore subjects not included in the core curriculum or to investigate in greater detail specific elements of that curriculum. All U.S. students must take one Elective each trimester and may audit an additional elective with permission from the course Professor and Associate Dean for Electives and Directed Research. International students are encouraged to take an elective each trimester.

The Naval Operational Planners' Course (NOPC) is a CNO-directed course of instruction designed to impart significant naval and joint planning knowledge to a seminar of select Navy and other service officers for subsequent assignments to fleet commander, joint, and geographic/functional commander staffs. Selected students participate in the core curriculum of the CNC&S, but take three tailored electives during the academic year. During the months of June, July and August, NOPC students participate in a set of exercises designed to hone the planning and analytical skills acquired during the year.

## Student Organization

The Dean of Students acts on behalf of the President, Naval War College in the capacity of commanding officer and is responsible for the administration and welfare of the students in CNW and CNC&S, with the exception of maintenance of pay and service records. This includes prospective student admissions, current student extra-curricular and co-curricular activities not within the purview of the academic departments, graduate records, and liaison between the Naval War College and the external community (naval station, local and state organizations) on matters directly related with student affairs. External to immediate responsibilities, the Dean acts as liaison between CNW and CNC&S, and the academic and administrative departments within the Naval War College. The Dean of Students is the principal advisor to the Provost in matters pertaining to students attending CNW and CNC&S. The Naval War College Registrar provides support to the Dean of Students for admissions and alumni functions related to the maintenance and analysis of records pertaining to prospective/current students, their academic progress, and the records of NWC graduates/alumni.

The Dean of Students coordinates with academic chairmen, and directors of distance and international colleges to develop policy recommendations for the Provost/Dean of Academics and the President. He/she is a member of various ad hoc committees and councils as a representative of the Provost.

The Office of the Dean of Students performs a number of specific administrative functions to assist students in their professional and personal needs:

- Provides guidance and direction to class presidents in the establishment and operation of the internal class organizations.

- Assigns students to study spaces and any other groupings required during the school year.

- Determines policy and provides direction in the areas of government housing assignments for students.

- Prepares fitness reports and administers liberty & leave for Navy students, monitors absence and maintains a recall roster for all students. Service advisors perform officer evaluation report functions for their respective services.

- Prepares course completion letters for all civilian students.

- Approves or disapproves student special requests.

- Maintains a telephone answering service for the students.

A class president, Executive Board, seminar leaders, activities representatives, special representatives and committee representatives give order and structure to the myriad activities, lines of communication, and dissemination/feedback needs of students. The internal class organization is discussed fully in Chapter IV.

The Student Organization is depicted in Annex B.

#### Center for Naval Warfare Studies (CNWS)

The Dean, Center for Naval Warfare Studies (CNWS) heads the primary research and war-gaming arm of the Naval War College. The CNWS provides computer war-gaming and curriculum support to the academic departments, research and strategic studies departments, and external organizations. Additionally, it directs all advanced research project (ARP) and Mahan Scholar Program (MSP) and other in-house faculty/student research projects. The CNWS publishes the *Naval War College Review* (unclassified) and *Naval Warfare Notes* (classified) containing articles on strategy, technology, tactics, doctrine, and related matters. Opportunities to participate in advanced research are discussed fully in the current bulletin on that subject available from the Dean of Academics.

#### Strategic Studies Group

The Strategic Studies Group (SSG) consists of nine senior maritime service officers who have distinguished themselves as strategists and tacticians. These officers deal with major issues of direct relationship to the Maritime Strategy for a full year as military fellows. They are selected by, and report directly to, the chief of naval operations and have full access to top naval leaders including the fleet commanders. In addition, six Navy CNC&S and/or CNW students are selected annually to be SSG associate fellows. Participation in this six-month program (December through June) is in addition to the core curriculum. Application procedures are promulgated through the Dean of Students Office.